



Report of the Director of Finance to the meeting of the Executive to be held on 5th July 2022.

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Subject:

Qtr 1 Finance Position Statement for 2022-23

Summary statement:

This report provides Members with an update on the forecast year-end financial position of the Council for 2022-23.

It outlines the revenue and capital budgets and the year-end financial position based on information at the end of May 2022. It states the Council's current balances and reserves and school balances.

Equality & Diversity:

COVID has had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response to the pandemic has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people where ever possible and resources continue to be deployed in support of that objective.

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

FINANCIAL POSITION STATEMENT FOR 2022-23

1.0 INTRODUCTION

This report is the first monitoring report presented to Members on the Council's 2022-23 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2023. The report covers:

- The forecast outturn of the Council's revenue budget in 2022-23
- The forecast financial impact of inflation in 2022-23
- A statement on the Council's reserves
- An update on the Capital Investment Plan.
- The Council's Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Total Variance
Health and Wellbeing	247.9	117.6	13.1
Children's Services	523.5	134.1	33.8
Department of Place	127.9	67.9	8.9
Corporate Resources	207.2	51.0	5.0
Chief Executive	5.0	4.6	0.0
Non Service Budgets	5.8	5.8	0.0
General Fund	79.0	7.4	-4.8
Total Council	1,193.6	388.5	55.9

- 2.1 Based on a projection at the May 28th 2022, the Council is forecast to overspend the £388.5m net revenue budget by £55.9m in 2022-23.
- 2.2 c£20m of this is due to the expected extraordinary impact of inflation above budgeted levels.
- 2.3 The Council approved a budget increase for inflation of c£22m for 2022-23, to pay for a 2% pay award; the impact of National Insurance increases, National Living Wage increases, contract price inflation based on CPI inflation of 4% and Energy price inflation 5%.
- 2.4 Since then, and in large part due to the impact on energy prices of the war in Ukraine, the inflationary outlook has changed significantly. The Office for Budget Responsibility forecast in April 2022 that CPI inflation would be c5.8% in 2022 and c8.1% in 2023, and this is now looking to be an underestimate.
- 2.5 Based on forecast energy price indexes, the Council's main energy supplier is estimated a doubling of unit prices in comparison to the amounts that were forward purchased for the 2021-22 financial year. Transport fuel costs have also risen by c25% from the start of the year, and there has also been a change in law in relation to restricting the entitlement to use red diesel which

impacts both on Council services and the supply chain. Increases in consumer prices and energy costs are also likely to have a knock on impact to national pay negotiations. The market price of Children's Social Care placements have also risen significantly above inflation as a result of supply and other issues in the placements market as found by the recent Competition and Markets Authority, and reflected in the costs per week that the Council is paying.

- 2.6 The Council will have some protections against inflation via pre-agreed contract prices for 2022-23, and a small scale energy price volatility reserve, however the inflationary impact will far exceed these mitigations, and will have a very significant impact on the Council's financial position both in 2022-23 and beyond.
- 2.7 Based on revised assumptions, the unbudgeted cost of inflation is currently estimated at c£20m. This is very much in common with other Local Authorities, and nationally the impact of higher inflation is currently forecast to be £1.7bn in 2022-23. We call upon the Government to help fund these extraordinary, and unforeseeable increased costs both in 2022-23 and beyond.
- 2.8 The inflationary impact has been included within the forecasts for Council departments, and we are consequently forecasting very significant overspends across all areas.
- 2.9 The largest forecast overspend is c£33m in Children's Services as a result of continuing increases in agency staffing costs and increased Child Looked After Placements in Children's Services, both of which have increased very significantly in recent years.
- 2.10 The forecast overspend is after the £7.5m increase in recurrent budget, and £7.5m use of the one off £10m Social Care pressures reserve that was approved at Budget Council in February 2022.
- 2.11 Although significant work to mitigate the pressures and reduce agency staff use and purchased placements has been on-going, these have not resulted in any reductions so far, and both numbers and costs continue to grow unsustainably.
- 2.12 Although there are well documented national pressures associated with Children's Social Care, benchmarking information indicates that the growth in placements, and agency staff numbers are particularly acute in Bradford.
- 2.13 Adult Social Care is also forecast to overspend by c£13.1m. Covid has had a significant effect on Adult Social Care in the Health & Wellbeing department, and has delayed the implementation of planned Learning Disability demand management savings leading to a £9.5m forecast overspend.
- 2.14 Further, there has been additional demand placed on Adult Social Care as a result of hospital discharge to assess. The Council received c£5m of funding from the NHS for this in 2021-22, however funding has now ceased, but the pressure remains.

- 2.15 The Department of Place also has a number of pressures and is forecast to overspend by £8.9m, with the main issues being Street lighting energy costs (£3.7m), and a £2.4m forecast overspend in Waste Services due in part to higher waste tonnages and recycling income losses which were supported by Covid funding in 2021-22 that has now ceased (£1.2m), and inflationary cost increases above those budgeted (£1.2m). Additionally, there are undelivered savings in Sport and Culture, and on-going pressures in Housing and Markets amongst others
- 2.16 The forecast Council overspend is a best estimate of the 2022-23 year-end position based on current trajectories, and the overspend hasn't happened yet.
- 2.17 Sections 3 to 8 detail the department variances to budget, and the mitigations that departments will put in place to help ensure that the Council reaches the year end in a balanced position.

Departmental Commentaries

Children's Services

- 3.1 Children's Services are forecast to overspend the £134.1m net expenditure budget by £33.8m. This is after allocating £15.0m of additional funding to the service in 2022-23 including £7.5m of one-off Social Care pressure funding. The forecast overspend is mainly derived from Children's Social Care related services (Children's Social Care (£17.8m) and Safeguarding & Reviewing, and Commissioning & Provision (£30.9m)).

Children's Social Care

- 3.2 The £17.8m forecast overspend is mainly due to the following;
- 3.3 An £11.4m overspend on the Social Work budget due largely to higher workloads, and the continued use of agency staff due to a shortage of staff.
- 3.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, £17.4m in 2020-21 and £20.1m in 2021-22) and are currently running at approximately £2.0m per month. There are currently 169 agency social workers. The movement in agency social workers is shown below: -

Month	April 2020	Sept 2020	April 2021	Sept 2021	Dec 2021	Mar 2022	May 2022
Number of Agency Social Workers	129	136	170	161	159	164	169

- 3.5 Benchmarking data shows that the percentage of Agency social work staff in Bradford has increased significantly over the past 3 years, and is significantly higher than comparators.

Agency staff as % of Social Work Workforce

	2014	2015	2016	2017	2018	2019	2020	2021
Bradford	4	3	4	4	12	30	34	39
Yorkshire and Humber	8	6	9	8	8	10	11	13
National	15	16	16	16	15	16	15	16
Statistical Neighbours	17	15	17	16	15	12	12	12

West Yorkshire

Bradford	4	3	4	4	12	30	34	39
Calderdale	7	3	0	5	2	7	3	9
Kirklees	4	3	26	18	6	2	0	0
Leeds	8	4	4	1	1	1	0	0
Wakefield	19	-	9	6	29	32	22	14

- 3.6 In addition to demonstrating that Agency use is particularly acute in Bradford, the table also demonstrates that agency use has reduced from high levels in other West Yorkshire Councils.
- 3.7 The Children with Disability Service is forecast to overspend on the direct payment/home support budget by £1.5m.
- 3.8 There is also a £0.9m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £2.5m on support cost for care leavers.
- 3.9 The Section 17 preventative assistance budget is forecasting an overspend of £0.6m and the transport cost for children in care is forecast to overspend by £0.9m,

Safeguarding and Review, Commissioning and Provision

- 3.10 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, with large increases in typically costlier external Residential placements and external Foster Agency placements.
- 3.11 Residential placements cost on average close to £250k per year each, and the average cost of a placement has risen dramatically from c£3,600 per week in 2020-21 to c£4,800 in 2021-22. Additionally, the numbers of children in placements have never been higher as outlined in the table below.

Type of Placement	17-18	18-19	19-20	20-21	21-22	22-23 May	Avg Cost per week 2020-21	Avg Cost per week 2021-22
Placed with Parents	117	129	150	162	166	148		
Placed for Adoption	25	26	24	35	52	48		
Friends and Families	235	301	357	372	394	419	£250	£350
Foster Parents	371	354	368	393	375	373	£519	£530
Fostering Agencies	57	88	131	164	191	209	£839	£849
Residential Care	51	45	51	45	38	35	£3,100	£3,300

(Internal)								
Residential Care (External)	42	42	60	70	105	108	£3,600	£4,800
Other	62	68	90	107	125	128	£1,600	£1,850
Sub Total (Number of Children Looked After)	960	1,053	1,231	1,349	1,446	1,468		
Residence Orders	46	40	37	33	30	31	£154	£166
Adoption Orders	247	239	237	226	214	213	£270	£330
Special Guardianship Orders	320	338	364	435	473	481	£155	£168
Sub Total (Chd in Permanent Arrangements)	613	617	638	694	717	725		
Total Children Receiving Support	1,573	1,670	1,869	2,043	2,163	2,193		

3.12 Benchmarking data shows that over recent years the numbers of Children Looked After supported by Children’s Social Care increased from a relatively low number per 10,000 to a relatively high number in comparison to other Councils.

	2016	2017	2018	2019	2020	2021	% Growth
Bradford	61	66	70	82	87	95	56%
Yorks and Humber Avg	63	67	71	74	77	78	23%
Statistical Neighbour Avg	84	87	88	90	91	91	12%
National Avg	60	62	64	65	67	67	8%

3.13 As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly external placements), net spend on Children and Young people per capita, has grown significantly in recent years.

Local Authorities	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22*	% Growth 16-17 to 20-21
Bradford	£619	£621	£659	£756	£877	£963	41.7%
Yorkshire and Humber	£742	£753	£785	£832	£875		17.9%
National	£718	£735	£762	£794	£834		16.2%
Statistical Neighbours	£752	£776	£829	£867	£887		18.0%

*Benchmark data for 2021-22 isn’t published until December 2022. Growth in Bradford between 16-17 and 21-22 = 55.5%

3.14 As a result of the growth outlined above, the service is forecast to overspend the £59.3m budget by £30.9m.

3.15 The external purchased placement (Residential, Fostering and Post 16) budget is forecast to overspend by £24.1m. The number of external placements increased by 19% in 2021-22 and the current forecast assumes a further increase of 5% in 2022-23.

3.16 There is also a £2.8m variance on the Fostering Service due to the cost of placements and recent changes on fees for Kinship carers.

3.17 Internal residential/respite homes are currently forecasting an overspend of £2.9m due to the use of agency staff, premises related costs and care cost.

- 3.18 Child Protection Services has a £1.1m variance due to the use of agency staff across the service.

Education and Learning

- 3.19 The Education and Learning Service is reporting a £0.1m adverse variance on a £23.6m net budget. The main pressure is on the Travel Assistance Service which is forecast a £0.8m overspend due to increase cost in service provision. This is offset by £0.7m underspend across the service from non-staffing budgets and through income generation.

Skills for Work and 14-19 Service

- 3.20 The Skills for Work/14-19 Service is currently reporting a balanced position on a £2.5m budget.

Mitigating Actions to reduce the overspend

- 3.21 There has been a considerable level of investment into Children Services over past few years. The 2020-21 budget included £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the “one off” Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21. Children’s Social Care also overspent by £6.4m in 2020-21, with mitigating funding having to come from other parts of the Council. There was also a further £7.125m of recurring budgeted investment in 2021-22, coupled with a £15.5m overspend with mitigating funding deriving from other parts of the Council, and c£15.8m of Covid related funding; a further £7.5m of recurring budget has been provided for 2022-23, and the creation of a £10m one off Social Care reserve of which £7.5m has been allocated to Children Services.

- 3.22 A number of positive actions have already been completed which will start to impact positively upon service provision and the financial position; these include:

- A Sufficiency Strategy has been developed to outline the development of our internal provision for children in care. The Strategy is focused on increasing provision across our residential sector so that it provides children and young people with homes that are smaller in size (2-3 young people per home) and offers an holistic approach to meet the needs of young people in our care. In addition, the Strategy also sets out how we will recruit and increase the number of foster carers, including the support and training that will be provided to ensure that we have fostering families who are able to meet the needs of more complex children and young people. Work is underway with Health colleagues to enable a partnership approach to supporting more C&YP to remain in our District, in local provision.
- A Foster Carers report was approved at June Executive. This report also sets out how we will ensure that the payments to Foster Carers is comparable with other local areas. The report recognises the importance of kinship carers and the option of Special Guardianship Orders, and ensure that appropriate payments are to be made to

them. This enables an increased number of options that will be considered when placements are being determined for children in care.

- A Childrens Homes report was approved at June Executive. This establishes a fit for purpose strategy for use and development of children's homes that will be an invest to save and will improve local in-District provision. Main investment here will be the capital investment, but we will potentially have a capital receipt to support this investment by the sale of Valley View.
- An Early Help business case has been approved which will be funded through anticipated payments by results. This will help to mitigate against children requiring statutory social care services which helps to manage demand across the service. Fewer open cases in social care ensures that the right child receives the right support at the right time.
- A business case to invest in PAUSE has been approved as invest to save. PAUSE project sets out to work with families where previous children have been removed and brought into care. The PAUSE project supports families to consider different options and to potentially make considered and different choices and decisions about pregnancy as well as about changing behaviours to support improved parenting capacity.
- Investment in a CIC Post was approved, this is for a Service Manager to be put in place to enable the bringing together of the Children in Care and Leaving Care teams so that they are in one service area and under a single Head of Service. A Service Manager will oversee the Children in Care Teams alongside a Service Manager for Leaving Care. This will provide a consistent approach and smooth transition for C&YP in our care. In addition, the removal of the Children in Care Teams from the locality areas will provide increased capacity for service managers across the locality areas to manage the work flow more effectively.
- An invest to save business case to invest in Court Consultants is near completion. The Court Consultants will enable the continuation of a robust oversight and consistency of reports being taken to court as part of proceedings. In addition, the Court Consultants will have a dedicated piece of work to support the review and potential requests, where appropriate, for the discharging of care orders for C&YP who are placed with parents. This will support the safe reduction of the number of children in care, which in turn will increase capacity across the service.

3.23 The service will pursue the following actions to reduce the forecast overspend in 2022-23;

- Review of high cost placements.
- Seek contributions from partners towards placement costs.
- Recruitment of permanent social workers to reduce reliance on the use of agency staff. Currently, the use of agency is over 40% of the staffing budget. The service value for money and efficiency plan intends to reduce this by 10% each year to December 2023, to get the overall level down to 10% by then.
- Grow in-house children residential provision, to reduce costly external placements.

- A month by month forecast improvement plan is being developed to be in place by end of June

3.24 Significant work is also being undertaken to set up the new Children's Company for 2023-24 including the establishment of the contract price.

Health and Wellbeing

- 4.1 The Department of Health and Well-Being is forecast to overspend the £117.6m net expenditure budget by £13m. This is after allocating £4.4m of non-recurrent funding, including £2.5m from the Social Care reserve.
- 4.2 The forecast overspend is mainly derived from previous unachieved LD demand management savings and pressure within Operational Services following the withdrawal of discharge to assess funding for 2022/23.
- 4.3 In 2022-23 the department has additional LD demand management savings of £5.5m to achieve. In recognition that the savings are behind schedule, an additional £3m budget has been provided to alleviate some of the pressure. At this stage in the financial year it is forecast that the net £2.5m will be unachieved.

Operational Services

- 4.4 Operational Services are forecast to overspend the £59.6m net expenditure budget by £5.6m. This is primarily due to the following issues:
- 4.5 A £1.5m projected overspend on short term external enablement hours, following the removal of discharge to assess funding from central government. Although discharge to assess funding has been withdrawn, the service has continued with the model of discharge to assess and has seen external enablement activity increase during the first quarter of 2022-23 (an additional 3,700 hours delivered per month compared to the same period in 2021-22).
- 4.6 There is also a £5.1m overspend on Older People and Physical Disabilities long term support. This is primarily due to a previously reported recurrent pressure on long term home support hours, which has been mitigated in previous years by discharge to assess funding and other non-recurrent income received.

Mitigation Actions to reduce the overspend

- 4.7 Operational Services will pursue to the following actions to reduce the forecast overspend;
- Discussions with health partners regarding the financial impact of Discharge to Assess for the Council and potential funding options, or changes to the discharge to assess model to reduce the activity from the hospitals.
 - The long term home support forecast is based on current levels of activity and the service is optimistic that this can be reduced through increasing the number of annual reviews, continued positive

outcomes from Enablement discharges, embedding strength based approaches across all teams and increasing the occupancy at the Fletcher Court Extra Care scheme.

Learning Disabilities

- 4.8 Learning Disability services are forecast to overspend the £48.2m net expenditure budget by £7.2m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied.
- 4.9 As reported last financial year, Learning Disabilities has a recurrent pressure of £9.7m, primarily as result of unachieved demand management savings in both 2020/21 (£3.2m) and 2021/22 (£6.3m) and increases in community care activity.

Mitigations to reduce to overspend

- 4.10 The forecast at Q1 is based on current levels of activity and current contracting arrangement on a number of block contacts. The following actions are on-going and should reduce the forecast position for LD as the financial year progresses:
- New Choices (a newly established Special Purpose Vehicle) has been set-up to transition LD day care services to a more personalised service. It is anticipated that there will be a reduction in the forecast expenditure once the costs have been baselined after the first half of the year.
 - Work has commenced on the transformation of the remainder of the departments block contacts (residential and nursing and respite services) which should realise savings as the work progresses this year.
 - Reviewing capacity was increased in the latter half of 2021-22 and this should have a positive financial impact in 2022-23 as reviewing is aligned to the departments commissioning plan.
- 4.11 The net additional demand management saving of £2.5m (£5.5m, offset by £3m investment budget) hasn't been allocated to specific budgets and although is forecast to be unachieved, it has been mitigated at Q1 by one off funding (£1.4m), an unbudgeted increase to iBCF (£0.7m) and unallocated demographic growth (£0.4m).

Department of Place

- 5.1 The Department of Place is forecast to overspend the £76.8m net expenditure budget by £8.9m. This is primarily due to inflationary pressures within Planning Transport & Highways (£3.7m – Energy Costs) and Waste, Fleet & Transport (£1.2m - Fuel Costs). The remaining overspend, of £4.0m, is due to Service pressures.

Waste, Fleet & Transport Services

- 5.2 The service is forecast to overspend the £28.7m net expenditure (£44.8m Gross) budget by £2.4m, the majority of which comes from within Waste Services.
- 5.3 Of the £2.4m pressure £1.2m is linked to inflationary pressures with the remaining £1.2m being due to other service pressures
- 5.4 £2.3m, of the £2.4m, sits within Waste Disposal which is inclusive of Household Waste Recycling Centres. Of this, £1.15m has been identified as being linked to inflationary increases above the inflation figures that have already been factored into budgets (£1.15m comprised of £0.83m for disposal costs and £0.32m associated with higher fuel costs).

Waste Services

- 5.5 The £2.3m forecast pressure within Waste Disposal is due to:
- £1.5m overspend on disposal costs, composed of payments to the main waste contractor and payments to third party operators for collection and processing of dry, mixed recycling (DMR) waste.
 - £0.5m under achievement in recycling income; on the assumption that most waste from the recycling stream will be processed for a flat rate (i.e. with no gain share income due) and direct sales by Waste Services derived from fewer materials (some cardboard, lead batteries, textiles and scrap metal), income will most likely underachieve compared to budget.
 - £0.3m vehicle repairs & maintenance
- 5.6 To address the above pressures, the following mitigating action is being taken:
- Development of the MRF, to facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. However, the business case approval is on hold pending the publication of the Government's consultation on consistent collections across the UK.
 - Outsourcing recycling processing to third parties.
 - The consistent collections announcement is currently aimed at full kerbside segregation of paper, glass, cans, plastic and card as well as having a weekly segregated food collection service. DEFRA will fund (details TBC) this change initially and it is aimed to start from 2023 onwards.
 - The service has taken the decision to close the MRF and TLS on bank holiday Mondays which will reduce overtime costs. This change will be assessed weekly to ensure that the TLS is cleared of waste and DMR on Friday.
 - There is an on-going review of fuel usage with a view to reduce consumption if/where possible. Waste Services' fuel usage is the highest of any service across the Council so any reduction could be significant.

Neighbourhoods and Customer Services

- 6.8 The service is forecast to overspend the £15.7m net expenditure (£23.9m Gross) budget by £0.8m. The majority of the pressure comes from within Uniformed Services, £0.5m & Parks Depots, £0.3m.

Economy & Development Services

- 6.9 The service is forecast to overspend the £4.4m net expenditure (£12.4m Gross) budget by £1.0m.
- 6.10 Economic Development is forecasting a near breakeven position against their £2.1m net expenditure (£2.8m Gross) budget. Some budget movements and salary / staff budget realignments due to staffing restructures are in progress and forecasts will be adjusted to profile these more accurately over the coming months.
- 6.11 Housing Development is forecasting an underachievement within their (£1.8m) net income budget of almost £0.5m. This is in the main due to their being no current capital programme activity to recharge the £0.3m salary budget to. There is also a further pressure of £0.2m due to project premises costs.
- 6.12 Markets are forecasting an underachievement within their £1.3m net income (£1.5m Gross) budget of almost £0.5m. This includes the drawdown of the remaining £70k held in reserves, plus the following pressures within the service for 2022-23:

Planning Transport & Highways

- 6.13 The Service is forecast to overspend its net £14.6m net expenditure (Gross £22.4m) budget by £3.8m. This is due to the effect on street lighting, of the significant increase in wholesale energy costs.

Sports & Culture

- 6.14 The Service is forecast to overspend the £3.9m net expenditure (Gross £23.4m) budget by £0.8m.
- 6.15 The main pressures the Service is facing are within Museums, breakeven with an inherent £0.7m pressure & Libraries £0.4m.
- 6.16 Although Museums are forecasting a near breakeven position there is an inherent pressure due to deferred savings from 2020-21 not being achieved. These have been released back into the 2022-23 budget but are currently being offset by the benefit of the back dated rates review for Cartwright Hall, Bolling Hall, Cliffe Castle and the Industrial Museum covering the period between 2017/18 & 2021/22, totalling £0.6m.
- 6.17 The saving was to reduce costs through service efficiencies and integration and remodelling of operational delivery, which will need to be reviewed as part of the medium term recovery plan for Museums
- 6.18 It should be noted that this is a one-off benefit and it is masking the real pressures the service is facing. The structural pressures will still be in

existence for 2022-23, however the savings are not expected to be realised until 2023-24 and beyond.

- 6.19 Libraries are forecasting an overspend of £0.4m due to deferred savings, from 2020-21, being released back into the 2022-23 budget. An investment model, which would cover this shortfall, is being drafted as part of the medium term recovery plan for the service, that is linked to the Council's Localities approach to working in communities.

Clean Air Plan

- 6.20 The service is reporting a breakeven position as all costs will be covered by funding from government grant.
- 6.21 The lead in period for the Clean Air Zone (CAZ) has been extended, it will now be launched on the 26th September 2022.
- 6.22 This will allow businesses more time to use the Clean Air Funding available and upgrade their vehicles. This includes a new £1.7m fund to increase the electric vehicle grants available for taxis. This will also allow residents and businesses to apply for exemptions from CAZ charges.

Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £51m net budget by £5m. The majority of this is related to extraordinary inflationary impacts, primarily relating to utilities costs for council buildings. Based on unit price forecasts it is currently estimated that costs will be 118% above budget which amounts to an overspend of £4.24m. However, it should be noted that this is a current best estimate and the situation in respect of prices is very volatile. The eventual cost will depend on a number of factors, including the relative increase in standing charges compared to unit rates, the future purchase prices to be paid by Yorkshire Purchasing Organisation for later tranches and usage levels, especially over the winter period. Without significant action to reduce usage, actual costs may be even higher than forecast, especially if market prices in the 2nd half of the year rise still further.
- 7.2 Additionally, food price inflation is expected to adversely affect the catering service and, whilst plans (changing menus etc) are in place to mitigate this, it is unlikely that this can be fully counteracted. Overall, the net extra inflationary impact on food costs is forecast to be £0.24m.
- 7.3 Excluding the extraordinary inflationary impacts, the Department's would otherwise be forecasting an overspend of £0.5m. This is made up of forecast overspends in Built Environment (£0.15m), Estates (£0.22m), Legal & Democratic (£0.17m) and Finance & Procurement (£0.16m) being partially offset by underspends in Revenues & Benefits (£0.2m). Human Resources and ICT are forecast to achieve a balanced position. For ICT this assumes that a number of pressures (increased staffing levels, data and licensing costs) are to be managed down in year via a combination of offsetting savings, a planned reduction in agency and further funding for Childrens work.
- 7.4 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as PACT HR (£0.1m), and

£0.3m in ICT and rental income within Estates (£0.2m). ISG is forecast to breakeven in 22-23, assuming that income levels increase in line with material costs etc.

- 7.5 This is also after allowing for the use of £2.7m of reserves set aside at the end of 21-22 to cover known short term ongoing Covid related impacts. £2.3m of this relates to Council wide PPE stocks, £0.2m for ICT and £0.2m combined across other council services.

General Fund

- 8.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £4.8m. This is due mainly to Corporate Contingencies.

Reserves

- 9.1 At 31st March 2022 reserves stand at £278.4m (Council £231.8 and Schools £46.6m).

	Closing Balance 2019-20 £m	Closing Balance 2020-21 £m	Opening Balance 2021-22 £m	Net Movement	Balance as at 31 st March 2022 £m
Council reserves	207.0	256.5	256.5	-24.7	231.8
Schools Delegated budget	31.9	42.9	42.9	3.7	46.6
Total	238.9	299.4	299.4	-21.0	278.4

- 9.2 The Council has £19.5m of General Fund reserves.
- 9.3 Overall, reserve levels are expected to reduce significantly in 2022-23.
- 9.4 The Council has c£11m of Covid related grants in reserve from 2021-22, which will be drawn down in 2022-23 to complete committed Covid related expenditure as outlined previously and in the Covid Tracker.
- 9.5 Additionally, c£18m of S31 Business Rates Grant Reserve that contains both the Councils share of Section 31 grants and Tax Income Guarantee Scheme compensation will be drawn down at 2022-23 year-end to fund the remaining spreading of the 2020-21 Collection fund deficits, and the repayment of the 2021-22 deficit.
- 9.6 The 2022-23 budget has also approved further reserve reductions of approximately £13.65m next year.

School Balances

- 10.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter one financial position for 2022-23 until the end of July 2022.

	Balance 1 st April 2021		Balance 31 st March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,353	7	1,347	0	6
Primary	68	10,549	67	8,960	1	1,589
Secondary	6	(2,077)	6	(2,400)	0	323
Special	3	2,925	3	2,822	0	103
Pupil Referral Units (PRU)	3	241	1	386	2	(145)
Subtotal	87	12,991	84	11,115	3	1,876
School Contingency		27,550		33,825	0	(6,275)
Other Activities/Closed Schools		1,418		615	0	803
Total	87	41,959	84	45,555	3	(3,596)

- There are three schools (one maintained nursery school, one primary and one secondary school) that held deficit revenue balances at 31 March 2022, with a combined deficit value of £5.9m. The deficit balance held by Hanson School increased to £5.9m at the end of 2021-22 from £4.8m at the end of 2020-21.
- One school (St Clare's Catholic Primary) converted to academy status in 2021-22.

Capital Expenditure

- 11.1 The Council continues to seek to deliver a large capital programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 11.2 The profiled resource position for 2022-23 for the Capital Investment Plan stands at £168.5m. To the end of May there has been total spend of £11.2m. A summary by service is shown below with a detailed monitor in Appendix 2.

Directorate	Approved by Exec 2022-23	Changes	Re profiled Budget 22-23	Spend 31 May 2022	Budget 23-24	Budget 24-25	Budget 25-26 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	1.9	0.8	2.7	0	7.9	1.8	0.8	13.2
Children's Services	12.2	1.4	13.6	1.4	11.7	3.3	1.2	29.8
Place - Economy & Development Services	33.9	17.2	51.1	1.4	64.4	11.2	8.7	135.4
Place - Planning, Transport & Highways	66.2	-27.6	38.6	3.6	77.0	59.5	41.9	217.0
Place – Other	18.9	0.1	19.0	2.8	34.4	26.8	3.7	83.9
Corp Service – Estates & Property Services	2.3	37.1	39.4	2.0	11.3	7.7	4.0	62.4
TOTAL - Services	135.4	29.0	164.4	11.2	206.7	110.3	60.3	541.7
Reserve Schemes & Contingencies	68.0	-63.9	4.1	0	97.8	107.1	68.2	277.2
TOTAL	203.4	-34.9	168.5	11.2	304.5	217.4	128.5	818.9

- 11.3 The Capital Investment Plan was set as part of the 2022-23 budget (Full Council, 18 February) and £671.5m of spend was approved in total for 2022-23 onwards. The Plan has been updated with the carry forward from 2021-22 and additional funding allocations. Also schemes have been re-profiled between years to better reflect the year of spend.
- 11.4 Overall there has been an increase in the budget of £147.4m to £818.9m. This includes:
- 2021-22 underspend carried forward into future years.
 - £60.9m of additional budget on new schemes that were approved as part of the Q4 2021-22 Finance Report. The main one being for the Towns Fund.
 - Additional budget on current schemes funded by grants, the main ones being School Capital Programme, Disabled Facilities Grant, Clean Air Zone and Highways Maintenance Fund.
- 11.5 Although the total budget to 2025-26 has increased, there has been a £34.9m reduction to the 2022-23 Budget. This is due to the re-profiling of spend into future years.
- 11.6 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.
- 11.7 It should also be noted that there remains some uncertainty linked to the impact of inflation on capital costs. Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. Also problems with the supply chain mean some major projects are having issues getting resources delivered and this could impact on delivery timescales and budgets. As part of the work on reviewing budget profiles this will also be considered.

New Capital Schemes

- 11.8 The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).
- **Traffic Management** - £0.23m for the development of proposals to support an application to the Secretary of State for a Designation Order for powers under Part 6 of the Road Traffic Management Act 2004 (“the 2004 Act”) relating to the enforcement of moving traffic contraventions. The spend is for the purchase of camera enforcement equipment. It will be funded as an invest to save scheme by the additional income generated.
 - **Harrogate Road New Line Junction** – £1.427m additional budget to complete the scheme on a key strategic junction in the district. The increase in cost will be funded by WYCA (£1.147m) and the Council (£0.28m). The additional Council contribution is to cover potential future risk costs that may

or may not be required.

- **Medication and Care Records System** - £0.085m to improve the process of managing medicines in care homes. This will be funded from the general contingency budget.
- **Beckfield Resource Centre** - £0.213m to complete essential works to ensure that Care Quality Commission minimum standards are maintained whilst the construction of a new facility is completed. The works include bathroom refurbishments and changes to LED lighting. This will be funded from the general contingency budget.
- **IT Core Device Refresh Programme** - £6.8m was included as a Reserve scheme as part of the 2022-23 Budget Report to continue with the core IT Refresh Programme. The programme is now developed and approval sought for the project to commence. Successful delivery means a new fit for purpose, streamlined and modern, device offering will now be provided by IT Services. This is to be funded by corporate borrowing.

11.9 Appendix 2 shows the Capital Investment Plan as at 31st May and additional to this the June PAG has considered the following capital bid and recommends their approval by Executive for inclusion in the Quarter 2 CIP.

Electric Vehicle charging points - In July 2021 £0.881m was approved for the additional cost of purchasing Electric Vehicle's compared to current vehicle replacement costs and £0.05m for the supporting charging infrastructure. There remained £0.25m in Reserve schemes for the installation of charging points and it has been identified that this budget is required to enable the installation of charging points prior to the delivery of the electric vehicles.

The total budget will be funded by a mixture of invest to save and corporate borrowing.

Saltaire Resource Centre – issues have been identified with the site that is expected to need additional funding to resolve. Further works are being completed, before being presented to PAG for review before being presented to the Executive for approval.

12.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.

13.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications arising from this report.

14.0 OTHER IMPLICATIONS

15.0 EQUALITY & DIVERSITY

None

16.0 SUSTAINABILITY IMPLICATIONS

None

17.0 GREENHOUSE GAS EMISSIONS IMPACTS

None

18.0 COMMUNITY SAFETY IMPLICATIONS

None

19.0 HUMAN RIGHTS ACT

None

20.0 TRADE UNION

Trade Unions have been consulted in relation to Waste Services mitigation plans.

21.0 WARD IMPLICATIONS

None

22.0 IMPLICATIONS FOR CHILDREN & FAMILIES

None

23.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

24.0 NOT FOR PUBLICATION DOCUMENTS

None

25.0 RECOMMENDATIONS

That the Executive

25.1 Note the contents of this report and the actions taken to manage the issues highlighted.

25.2 Approve the following capital expenditure schemes as outlined in section 11.8 and 11.9.

- £0.23m for new enforcement camera equipment. This will be funded by invest to save borrowing.
- £1.427m additional budget for the completion of Highways works. This will be funded by WYCA grant and £0.28m Council borrowing.
- £0.085m to improve the process of managing medicines in care homes. This will be funded by the General Contingency Budget.
- £0.213m to complete essential works at the Beckfield Resource Centre. This will be funded by the General Contingency Budget.
- £6.8m to continue with the core IT Refresh Programme. This capital project has previously been approved and was held as a 'reserve' scheme pending the final case being presented.
- £0.25m for ensuring that the appropriate charging infrastructure is in place to support the change in the Council fleet to electric vehicles. This will be funded by a mixture of invest to save and corporate borrowing.

26.0 APPENDICES

- Appendix 1 Reserves Statement
- Appendix 2 Capital Investment Plan
- Appendix 3 Strategic Risk Register

27.0 BACKGROUND DOCUMENTS

- 2021-22 Finance Position Statement – Executive 5th July 2022
- Qtr 4 Finance Position Statement – Executive 5th April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17th Feb 2022
- Qtr 3 Finance Position Statement – Executive 2nd February 2022
- Qtr 2 Finance Position Statement – Executive 2nd November 2021
- Qtr 1 Finance Position Statement – Executive 6th July 2021
- 2020-21 Finance Position Statement – Executive 6th July 2021

Reserves Statement as at 31st March 2022

Appendix 1

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,700	0	10,700	This reserve has been earmarked (£10m) as part of 2022-23 budget for Social care purposes (Adults and Children)
Total available Unallocated Corporate Reserves	10,700	0	10,700	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	1,915	-1,169	746	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	0	3,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Better Use of Budgets	5,166	-5,166	0	To cover deferred spend on priority work from 2020-21
Economic Partnership Reserve	157	0	157	To support the development of the strategic economic plan within Department of Place
Regional Growth Fund	3,635	-24	3,611	To support strategic plans within Department of Place
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,397	-171	1,226	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	15,033	-6,898	8,135	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,767	-390	1,377	At the end of a lease on a building, the

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	-700	0	Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	0	309	Match funding against capital spend – using capital grants first. Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	-1,889	4	Reserve reduced as part of 2021-22 budget setting.
NDR Volatility Reserve	1,735	-357	1,378	Additional S31 grant to offset NDR deficit resulting from govt policy Reduced as part of 2021-22 budget setting
Council Tax Reserve	575	-575	0	To be used in 2021-22
Redundancy Provision	4,696	-226	4,470	To provide for the costs of future redundancies
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	52,573	0	52,573	Reserve resulting from MRP policy change.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	723	78	801	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	94	60	154	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	1,424	-949	475	To fund future ICT projects
Children Services Investment Fund	745	-745	0	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	34,995	-12,986	22,009	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2021-22.
Covid 19 funding allocation Reserve	22,149	-22,149	0	Remaining Emergency grant from Government – reflects timing issue between receipt and spend. Will be consumed in

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
				2021-22
Indexation Pressures Reserves	136	0	136	Reserve to cover any in year costs above the 2% budgeted pay award.. Can be redirected pending 21-22 pay award.
CT Hardship Reserves	99	-99	0	Remaining part of £5.8m grant from 2020-21
Project Feasibility Reserve	2,000	-256	1,744	To fund feasibility work associated with major projects
Sub Total	161,358	-54,611	106,747	
C. Reserves to support capital investment				
Renewal and replacement	5,137	-22	5,115	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation. £1m is earmarked for renewal & replacement of essential IT infrastructure
Markets	93	-52	41	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,230	-74	5,156	
D. Service Earmarked Reserves	39,564	29,663	69,227	See over page
E. Revenue Grant Reserves	24,199	-3,748	20,451	
F General Reserves				
General Fund	15,000	4,500	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
Schools delegated budget	41,930	3,625	45,555	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
				individual schools.
LA Education Reserve	933	-88	845	
LA Admission Appeals Reserve	0	173	173	
Sub Total General Fund Reserve & School balances	57,863	8,210	66,073	
G. HRA Reserves	503	-503	0	
Grand total	299,417	-21,063	278,354	

Departmental Earmarked Reserves Statement at 31st March 2022

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	-64	0	Funding to support invest to save projects
Integrated Care	8,231	7,506	15,737	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	172	-60	112	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	368	4,081	4,449	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Health Improvement Reserve	35	247	282	
H&WB Covid Reserve	0	426	426	
H&WB Work Programmes	0	450	450	
Total Adult and Community Services	8,929	12,586	21,515	
Children Services				
BSF Unitary Charge	9,417	180	9,597	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	6,704	91	6,795	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	277	-277	0	To help support Early Help programme
Retail Academy (Skills for Employment)	197	-146	51	Skills for work
SEND Inspection Resource	195	0	195	To provide resource to assist with preparation for inspection.
One Workforce Reserve	706	-242	464	Workforce development schemes funded from Leeds City

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Creative Skills	81	-54	27	Region business rates pool. Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	307	1	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	0	125	
Training Work Programme (Skills for Work)	223	-223	0	Skills for Work
Prevention & Early Help Investment	0	2,053	2,053	
Elective Home Education	0	32	32	
Raising Attainment - Therapeutic Approaches to Learning	0	457	457	
Raising Attainment - Persistence Absence	0	355	355	
Raising Attainment - Language Learning, Phonics, Maths & English	0	1,566	1,566	
Booster-Summer Classes Reserve	0	309	309	
Skills House Reserve	0	863	863	
Youth Offer Reserve	0	569	569	
Child In Care Council (Participation Officer) Covid Reserve	0	35	35	
Total Children	18,586	5,569	24,155	
Department of Place				
Marley & other pitch and gyms	0	0	0	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	Delivery of City Centre Growth Zone
Taxi Licensing	395	-136	259	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	314	-29	285	To fund works associated with Theatres across Bradford.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Tourism reserve	15	0	15	To develop a new model of volunteer tourism.
Culture Company	73	0	73	Help create a Culture Company
Museum Restoration	76	0	76	Fund for museum improvement

	Openin g Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Council Housing Reserve	0	0	0	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	-75	0	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	9	-9	0	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	536	30	566	A statutory requirement that fees can only be generated and retained within the HMO licencing function.
VCS Transformation Fund	202	-7	195	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	300	170	470	For Local Plan
City Park Sinking Fund	900	-12	888	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
Longfield Drive Housing Scheme(Council Housing Reserve)	0	503	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	114	13	127	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Cold Weather Calculator	11	-11	0	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	50	-50	0	Contingency for temporary accommodation/B

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments &B expenditure
Adventure & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	377	199	576	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.
Housing Development Growth Fund	1,282	0	1,282	Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend
Housing CPNI Reserve	458	266	724	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	103	0	103	Programme provides a range of initiatives to support Health & Wellbeing.
New Projects (Parks, Open Spaces and Libraries) Reserve	700	-59	641	
Traffic Management Permit Scheme	0	600	600	
PT6 Implementation Traffic Enforcement Powers	0	93	93	
Matching Towns Fund for Shipley and Keighley	0	324	324	
Local Plan additional funding	0	300	300	
Road safety	0	40	40	
Climate change initiatives	0	705	705	
Covid Department of Place	0	4,595	4,595	
Department of Place	9,640	7,450	17,090	
Corporate Resources				
Schools Traded HR Reserves	84	-84	0	To mitigate the risk of changes in customer base.
HR - Learning & Development Reserve	0	854	854	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	335	-80	255	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.

	Openin g Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Community Support and Innovation Fund	279	0	279	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	153	7	160	Balancing reserve related to Schools Broadband Contract
Payroll Reserve	100	-100	0	To mitigate any reductions in schools trading
Emergency Planning Reserve	100	-28	72	To cover costs of covering emergency/critical alert requirements
Energy unit	484	-99	385	To help smooth effect of price spikes.
Children's E2E Programme Reserve	0	564	564	
Climate change Reserve	2	7	9	
Chief Exec's - Climate Emergency & Sustainability	0	185	185	
Corporate Resources - Covid Impacts	0	2,732	2,732	
5yr invest in Child friendly Dist up to & incl 2024/5	0	100	100	
Total Corporate Resources	2,409	4,058	6,467	
Total Service Earmarked Reserves	39,564	29,663	69,227	

Capital Investment Plan

Appendix 2

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing											
CS0237a	Great Places to Grow Old	1,900	1,080	0	6,961	1,124	0	0	0	9,165	9,165
CS0373	BACES	750	818	0	750	750	750	0	0	3,068	3,068
CS0239	Community Capacity Grant	0	558	46	0	0	0	558	0	0	558
CS0311	Autism Innovation Capital Grant	0	19	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	0	44	0	0	0	0	44	0	0	44
CS0523	Electrical work at residential homes	0	31	0	0	0	0	31	0	0	31
CS0532	Changing Places Toilets	0	145	0	230	0	0	255	0	120	375
Total - Health and Wellbeing		2,650	2,695	46	7,941	1,874	750	907	0	12,353	13,260
Children's Services											
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	0	643	790	0	0	0	643	0	0	643
CS0030	Capital Improvement Work	100	105	1	100	100	100	405	0	0	405
CS0240	Capital Maintenance Grant	3,070	6,479	40	3,194	0	0	9,673	0	0	9,673
CS0244a	Primary Schools Expansion Programme	1,234	842	6	1,000	0	0	1,842	0	0	1,842
CS0244b	Silsden School	465	651	231	600	0	0	1,251	0	0	1,251
CS0244c	SEN School Expansions	2,600	2,102	25	3,000	1,684	0	6,786	0	0	6,786
CS0362	Secondary School Expansion	3,298	669	251	0	0	0	669	0	0	669
CS0421	Healthy Pupil Capital Grant	0	44	0	0	0	0	44	0	0	44
CS0436	Children's Homes	0	396	0	0	0	0	0	0	396	396
CS0488	Digital Strategy	0	471	8	250	0	0	0	0	721	721
CS0500	TFD	1,400	724	16	500	0	0	0	0	1,224	1,224
CS0531	Bingley Grammar Expansion	0	500	0	3,000	1,500	1,100	6,100	0	0	6,100
Total - Children's Services		12,167	13,626	1,368	11,644	3,284	1,200	27,413	0	2,341	29,754

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Housing											
CS0237b	Keighley Rd Extra Care Fletcher Court	0	62	-202	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	0	176	6	0	0	0	176	0	0	176
Total - Housing		0	238	-196	0	0	0	176	0	62	238
Place - Economy & Development Services											
CS0136	Disabled Housing Facilities Grant	3,234	5,686	508	3,000	4,058	8,116	8,649	0	12,211	20,860
CS0137	Development of Equity Loans	1,989	706	99	700	700	700	0	0	2,806	2,806
CS0144	Empty Private Sector Homes Strat	831	1,000	6	0	0	0	1,000	0	0	1,000
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	0	0	178	0	0	0	178	178
CS0280	Temp Housing Clergy House	0	0	0	0	0	0	0	0	0	0
CS0496	Towns Fund Keighley & Shipley	0	139	2	0	0	0	139	0	0	139
CS0527	Towns Fund Keighley P2	20,234	6,646	-67	22,541	2,958	47	32,192	0	0	32,192
CS0526	Towns Fund Shipley P2	11,862	7,061	-40	15,603	1,225	44	23,933	0	0	23,933
CS0084	City Park	0	192	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	0	1,322	0	0	0	0	0	0	1,322	1,322
CS0291	One City Park	15,186	14,079	486	17,357	1,545	0	6,990	15,133	10,858	32,981
CS0228	Canal Road	0	0	0	100	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	0	0	0	0	0	0	0	0	0	0
CS0266	Superconnected Cities	0	829	0	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	0	0	0	658	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd	0	0	0	0	0	0	0	0	0	0
CS0107	Markets	0	0	0	21	0	0	0	0	21	21
CS0363	Markets - City Centre	12,702	13,080	634	4,458	525	-200	3,800	5,364	8,699	17,863
CS0411	Parry Lane	0	122	0	0	0	0	0	0	122	122
Total - Place - Economy & Development Services		66,038	50,863	1,628	64,438	11,189	8,707	77,361	20,497	37,338	135,197
Place - Planning, Transportation & Highways											
CS0178	Ilkley Moor	0	14	0	0	0	0	14	0	0	14
CS0285	Blight Sites	251	190	5	250	250	450	0	0	1,140	1,140

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0071	Highways S106 Projects	0	441	2	0	0	0	441	0	0	441
CS0372	Countryside S106 Projects	0	150	7	200	0	0	350	0	0	350
CS0091	Capital Highway Maintenance	0	150	182	0	0	0	150	0	0	150
CS0095	Bridges	0	3	178	0	0	0	3	0	0	3
CS0099	Integrated Transport	0	69	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	0	4	0	0	0	0	4	0	0	4
CS0172	Saltaire R/about Cong& Safety Works	0	15	0	0	0	0	15	0	0	15
CS0282	Highways Strategic Acquisitions	0	176	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	20,877	8,397	350	42,029	42,021	30,106	122,553	0	0	122,553
CS0396	WYTF Corr Imp Projects	2,000	293	-197	3,000	3,000	3,374	9,667	0	0	9,667
CS0296	Pothole Funds	3,429	1,980	186	0	0	0	1,980	0	0	1,980
CS0306a	Strategic Transport Infrastructure Priorities	500	0	0	965	0	0	0	0	965	965
CS0302	Highways Prop Liab Redn Strat	0	47	0	0	0	0	47	0	0	47
CS0319	Challenge Fund	500	404	133	0	0	0	404	0	0	404
CS0323	Flood Risk Mgmt	0	0	85	0	0	0	0	0	0	0
CS0329	Damens County Park	0	106	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	0	23	0	0	0	0	23	0	0	23
CS0386	Cycling & Walking Schemes LTP3	0	17	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Roads	0	0	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	790	1,397	30	1,000	0	0	2,224	0	173	2,397
CS0430	Hwys Maint Fund	0	214	0	0	0	0	214	0	0	214
CS0432	Steeton/Silsden Crossing	0	21	0	0	0	0	21	0	0	21
CS0423	Highways IT upgrade	0	50	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	0	29	0	0	0	0	29	0	0	29
CS0450	CILS payments	0	0	67	0	0	0	0	0	0	0
CS0453	IP3 Safer Roads 19-20	0	4	0	0	0	0	4	0	0	4
CS0454	Area Comm ITS 19-20	0	0	1	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	11,852	4,972	-20	14,128	13,000	7,706	0	39,806	0	39,806
CS0455	IP4 projects	0	1,135	107	0	0	0	1,135	0	0	1,135
CS0456	WY Integrated UTMC Centre	0	0	0	0	0	0	0	0	0	0
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	1,042	750	259	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	2,633	2,966	315	0	0	0	2,966	0	0	2,966
CS0469	IP4 Safer Roads 20-21	0	143	3	0	0	0	143	0	0	143

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0470	IP4 Safer Roads 21-22	932	634	20	0	0	0	634	0	0	634
CS0483	LTP grant 2021	0	40	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	1,000	1,329	20	0	0	0	1,329	0	0	1,329
CS0494	City Centre Bollards	0	5	0	0	0	0	0	0	5	5
CS0502	Corridor Improvement Prog (CIP2)	0	252	-222	0	0	0	252	0	0	252
CS0499	Buck Mill Footbridge	0	0	0	0	0	0	0	0	0	0
CS0477	CCTV Infrastructure	0	698	0	0	0	0	0	0	698	698
CS0512	Naturalising Bradford Beck	1,400	1,571	2	1,000	450	0	1,511	0	1,511	3,021
CS0513	Purchasing 185 Carlisle Road	0	0	0	0	0	0	0	0	0	0
Total Place - Planning, Transportation & Highways		46,164	27,938	1,253	63,614	59,471	41,895	148,466	39,856	4,598	192,918
Dept of Place - Clean Air Zone											
CS0471	Clean Air Zone	20,000	10,671	2,328	13,335	0	0	24,006	0	0	24,006
Total Place - Clean Air Zone		20,000	10,671	2,328	13,335	0	0	24,006	0	0	24,006
Dept of Place - Waste, Fleet & Transport											
CS0060	Replacement of Vehicles	3,000	3,000	140	0	0	0	0	3,000	0	3,000
CS0517	Electric vehicles	39	200	0	308	355	18	0	0	881	881
CS0435	Sugden End Landfill Site	0	42	0	0	0	0	0	0	42	42
CS0415	Shearbridge Depot Security	0	66	0	0	0	0	0	0	66	66
CS0359	Community Resilience Grant	0	3	0	0	0	0	3	0	0	3
CS0497	Climate Change Initiatives – Vehicles	120	105	0	0	0	0	105	0	0	105
CS0503	Environmental Delivery Works	125	183	4	0	0	0	0	0	183	183
CS0516	Wash Bay Ramps	0	0	0	0	0	0	0	0	0	0
Total Place - Waste, Fleet & Transport		3,284	3,599	145	308	355	18	108	3,000	1,172	4,280
Dept of Place - Neighbourhoods & Customer Services											
CS0066	Ward Investment Fund	0	0	0	0	0	0	0	0	0	0
CS0466	Parks Depots	0	-27	0	0	0	0	0	0	-27	-27
CS0378	Customer Services Strategy	0	30	0	20	0	0	0	0	50	50

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0506	Ilkley Parking	0	26	0	0	0	0	0	26	0	26
CS0510	Ilkley Footbridge	0	35	2	0	0	0	0	0	35	35
Total Place - Neighbourhoods & Customer Services		0	63	2	20	0	0	0	26	58	83

Dept of Place - Sports & Culture

CS0151	Building Safer Communities	0	17	0	0	0	0	17	0	0	17
CS0340	St George's Hall	0	0	0	0	0	0	0	0	0	0
CS0487	Alhambra Theatre Lift	0	2	0	0	0	0	0	0	2	2
CS0129	Scholemoor Project	0	0	0	0	0	0	0	0	0	0
CS0162	Capital Projects - Recreation	0	550	33	15	0	0	490	0	75	565
CS0229	Cliffe Castle Restoration	0	85	3	0	0	0	85	0	0	85
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	0	7	0	0	0	0	7	0	0	7
CS0501	Parks Development Fund	0	471	0	0	0	0	471	0	0	471
CS0367	King George V Playing Fields	0	0	0	1,020	0	0	700	0	320	1,020
CS0504	Cricket Nets	0	172	36	0	0	0	172	0	0	172
CS0404	Sports Pitches	0	160	125	28	0	0	71	0	117	188
CS0489	Playable Spaces incl Lister Park	1,398	1,364	306	500	0	0	350	0	1,514	1,864
CS0403	Bereavement Strategy	8,600	9,227	1,015	10,246	4,979	0	0	7,000	17,452	24,452
CS0277	Wyke Community Sport Hub	2,147	1,170	1,036	0	0	0	0	0	1,170	1,170
CS0508	Theatres Website	0	45	0	0	0	0	45	0	0	45
CS0245	Doe Park	0	68	71	0	0	0	68	0	0	68
CS0459	Ilkley Lido Tank	0	0	0	0	0	0	0	0	0	0
CS0461	ShIPLEY Gym extension & equipment	0	51	0	0	0	0	0	0	51	51
CS0458	Doe Park Drainage	0	0	0	0	0	0	0	0	0	0
CS0468	Bowling Pool extension	0	0	0	0	0	0	0	0	0	0
CS0356	Sedbergh SFIP	0	118	10	0	0	0	0	0	118	118
CS0354	Squire Lane	3,600	1,228	21	22,100	21,410	3,700	20,000	19,410	9,028	48,438
CS0482	Marley Replacement Pitch	0	5	0	0	0	0	5	0	0	5
CS0498	Libraries IT Infrastructure	0	165	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	0	172	0	0	0	0	172	0	0	172

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0530	LDP (Active Bradford)	0	225	0	200	25	0	450	0	0	450
Total Place - Sports & Culture		15,745	15,304	2,657	34,109	26,414	3,700	23,103	26,470	29,952	79,525

Corp Resources - Estates & Property Services											
CS0094	Museum Store	500	250	0	250	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia House	0	151	0	0	0	0	0	0	151	151
CS0443	Property Programme 19-20	0	0	0	0	0	0	0	0	0	0
CS0475	Property Programme 20-21	0	0	129	0	0	0	0	0	0	0
CS0511	Property Programme 21-22	0	1,191	147	0	0	0	0	0	1,191	1,191
CS0528	Property Programme 22-23	0	1,990	0	2,000	0	0	0	0	3,990	3,990
CS0460	Mitre Court CPU Property & Equip	0	0	142	0	0	0	0	0	0	0
CS0230	Beechgrove Allotments	148	0	0	0	148	0	148	0	0	148
CS0408	Top of Town	0	74	0	0	0	0	0	0	74	74
CS0050	Carbon Management	0	209	62	0	0	0	0	0	209	209
CS0420	Electric vehicle charging Infr (Taxi Scheme)	0	250	285	0	0	0	250	0	0	250
CS0495	Bradford LAD Scheme	600	1,746	454	3,036	0	0	4,782	0	0	4,782
CS2000	DDA	59	40	0	50	81	0	0	0	171	171
CS0381	Godwin St	10,500	12,312	516	3,000	2,000	0	570	15,242	1,500	17,312
CS0485	Advanced Fuel Centre	0	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	500	1,015	106	0	0	0	0	0	1,015	1,015
CS0457	Simpson Green - roof	0	13	39	0	0	0	0	0	13	13
CS0445	Core IT Infrastructure	497	1,960	76	0	0	0	0	0	1,960	1,960
CS0505	ISG new Equipment	0	0	0	0	0	0	0	0	0	0
CS0515	IT – End to End	0	330	0	0	0	0	0	0	330	330
CS0514	Birksland - Mail & Print Machine	0	72	0	0	0	0	0	0	72	72
CS0520	Regeneration Opportunity	0	16,500	0	2,500	5,500	4,000	4,000	0	24,500	28,500
CS0521	Buttershaw Youth Centre	0	30	0	0	0	0	0	0	30	30
CS0522	Children's Homes Capital Works	0	294	6	0	0	0	0	0	294	294
CS0525	Baildon Library	945	945	2	500	0	0	1,000	0	445	1,445
Total Corp Resources – Estates & Property Services		13,749	39,375	1,963	11,336	7,729	4,000	10,750	15,242	36,445	62,440

CS Ref	Scheme Description	February	Revised	Spend	2023-24	2024-25	2025-	Specific	Invest	Corporate	Budget Total
		Budget + Q4	Q1 2022-23	31 May	Budget	Budget	onwards	Grants, cap receipts, reserves	to Save Funding	Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies											
CS0395z	General Contingency	1,000	533	0	1,000	1,000	1,000	0	0	3,533	3,533
CS0534w	Medication and Care Records System	0	85	0	0	0	0	0	0	85	85
CS0535w	Beckfield Resource Centre	0	213	0	0	0	0	0	0	213	213
CS0397z	Property Programme	4,000	0	0	4,000	4,000	4,000	0	0	12,000	12,000
CS0399z	Strategic Acquisition	10,000	0	0	10,000	10,000	23,460	0	43,460	0	43,460
CS0400z	Keighley One Public Sector Est	0	0	0	9,500	4,000	4,500	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	450	0	0	450	0	0	0	0	450	450
CS0401z	Depots	500	0	0	2,000	1,000	0	0	0	3,000	3,000
CS0485z	Advanced Fuel Centre & Vehicles	2,298	0	0	3,294	1,816	920	64	5,466	500	6,030
2018-19 Schemes											
CS0404z	Sports Pitches	403	286	0	4,248	4,250	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	1,087	587	0	2,750	500	0	1,035	0	2,802	3,837
CS0405z	City Hall	0	0	0	5,000	3,000	4,000	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	8,000	10,724	10,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	2,675	0	0	0	0	2,675	2,675
2020-21 Schemes											
CS0060z	Vehicles	0	0	0	3,000	3,000	0	0	6,000	0	6,000
CS0060zb	Electric vehicles/ New street cleansing	500	0	0	923	0	0	0	923	0	923
CS0472z	District Heating	0	0	0	4,752	6,702	2,861	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	500	0	0	3,000	1,500	500	2,000	3,000	0	5,000
CS0476z	Additional Building controls	0	450	0	800	500	750	0	0	2,500	2,500
CS0474z	Transforming cities fund	19,037	0	0	19,037	44,090	9,444	72,571	0	0	72,571
CS0480z	Flood Alleviation	0	0	0	200	0	0	0	0	200	200
CS0484z	New Reserve	2,000	0	0	2,000	0	0	0	0	2,000	2,000
2021-22 Schemes											
CS0488z	Lap tops for Children	1,100	0	0	1,100	1,100	0	0	0	2,200	2,200
CS0244z	SEND	2,000	500	0	3,000	2,000	500	0	0	6,000	6,000
CS0482z	Marley Playing Field	300	500	0	0	0	0	0	0	500	500
CS0436z	Children's Home	1,577	0	0	1,577	1,572	0	250	2,653	246	3,149

CS Ref	Scheme Description	February 2022-23 Budget + Q4 Changes	Revised Q1 2022-23 Budget	Spend 31 May 2022	2023-24 Budget	2024-25 Budget	2025- onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0445x	IT	1,220	0	0	0	0	0	0	0	0	0
	2022-23 Schemes										
CS0445w	IT Programme	3,400	440	0	4,000	2,360	0	0	0	6,800	6,800
CS0060w	Vehicles	0	0	0	0	0	3,000	0	3,000	0	3,000
CS0395w	Contingency	0	0	0	0	2,500	0	0	0	2,500	2,500
CS0144w	Empty Private Sector Homes Strategy	0	0	0	1,000	1,000	2,000	4,000	0	0	4,000
CS0476w	Energy efficiency	500	250	0	500	500	750	0	0	2,000	2,000
CS0533w	Traffic Management	0	230	0	0	0	0	0	230	0	230
Total - Reserve Schemes & Contingencies		51,872	4,074	0	97,806	107,114	68,185	105,192	105,397	66,590	277,179
TOTAL - All Services		231,669	168,445	11,193	304,551	217,430	128,455	417,483	210,489	190,909	818,881

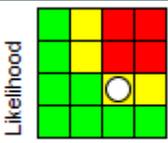
Bradford Council Strategic Risk Register



May 2022

Code & Title	SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems				
Internal Controls	All critical services as assessed by Assistant Directors, have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services will be reviewed each new financial year or when risk business risk assessments change. These will include specific risk assessments and mitigation in place for Covid-19 if required due to new variant impacts. Covid-19 plans will change as testing and vaccination programmes are implemented. Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004				

	<p>which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water.</p> <p>The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. Bradford will be involved in a number of testing and exercising plans along with West Yorkshire partners in June and July 2022.</p> <p>The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation.</p> <p>There is a Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
Date Reviewed	19 April 2022
Actions / Controls under development	There is a format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc. The Emergency Management Team along with IT reviewed both Disaster Recovery and Business Continuity in October 2021 and revisions to the process are being considered early in 2022
Managed By	Susan Spink
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 02 HSG Inadequate Housing Supply			Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in.·			
			Likelihood	Impact
Type of Risk	District	Yes	Category	Medium
	Strategic	Yes	Risk Score	2
				Critical
				3

	Operational	Yes	Total Score	6
Potential Effect of Risk	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community</p> <p>Negative impact on education priorities as inadequate housing affects children’s educational attainment.</p> <p>Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155)</p> <p>Negative impact on homelessness and greater use of temporary accommodation</p>			
Internal Controls	<p>‘A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030’ was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for “green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all.”</p> <p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is sufficient land is made available during the life of the Local Development Plan to meet the District’s housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government).The Brownfield Register of land available for housing was updated and published in Dec 2020. Comprehensive analysis Council’s land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published an updated Housing Delivery Test Action Plan (HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.</p> <p>The SHMA was updated in 2019</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.</p>			

	<p>Invest in a proactive programme of interventions to bring empty homes back in to use. Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p> <p>Monitoring the impact of Covid 19 on housing supply and demand.</p> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>
Assurance Mechanisms	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.
Date Reviewed	19 April 2022
Actions / Controls under development	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation. The final revised standard method was issued in December 2020. This increased the need figure for the District including an additional 35% uplift (allocated to the top 20 cities). The Government is reviewing its wider planning reforms including the approach to housing scale and distribution and anticipate changes later in 2022.</p> <p>Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme</p> <p>Submission of 6 schemes into the WYCA Housing Revenue Fund focused on accelerating the delivery of affordable housing on council owned brownfield land.</p> <p>WYCA commissioned activity through Cushman and Wakefield to propose options for the phasing and delivery models for City Village.</p> <p>Tender Brief prepared for the commissioning of a Housing Enabling and Growth Strategy.</p>
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 03 DEG Delivering Economic Growth	Current Risk Matrix
Description	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford</p>	

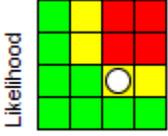
	this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p> <p>Business relocating out of the Districts.</p>				
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p> <p>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. In excess of £220m in grants distributed to business through the Covid grant schemes. These will close in March 2022.</p> <p>Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.</p> <p>Development Frameworks are due to be commissioned in January 2022, to set the vision and ambition for the City and District and to inform future funding rounds.</p> <p>Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction.</p>				
Assurance Mechanisms	<p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p>				

	COVID-19 response reports into Gold / Silver / Bronze command structure
Date Reviewed	19 April 2022
Actions / Controls under development	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. and April 22. Final business cases due for submission June 22.</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer Economic Development - service reshaping and restructure progressing. ESIF Programme engagement Maximising opportunities to attract Government funding to support regeneration and economic development activity. Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone. Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources work started to develop the investment plans for UKSPF to be submitted to WYCA June 22.</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions Development Frameworks out to tender which will set the 5/10 year plans for the City of Bradford, Keighley and Shipley Constituencies. Commission new Economic Strategy and Plan – October 22. Secured £1.89m capacity funding through Gainshare to develop the pipeline of activity to deliver against the West Yorkshire Investment Strategy. Four bids for Round 2 of Levelling Up in preparation for Submission July 22.</p> <p>NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</p>
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 04 SCC Safer Cohesive Community	Current Risk Matrix
Description	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'</p>	

					Likelihood	
Type of Risk	District	Yes	Type of Risk	District	Yes	
	Strategic	Yes	Risk Score	Strategic	Yes	
	Operational	Yes	Total Score	Operational		
Potential Effect of Risk	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens and community groups Communities continue to believe that some sections are treated differently than others Disproportionate adverse impact on the district's most vulnerable communities</p>					
Internal Controls	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p>					
Assurance Mechanisms	<p>Ward Assessments provide an annual assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee.</p>					
Date Reviewed	19 April 2022					
Actions / Controls under development	<p>Working with partners the Council has launched a new hate crime strategy and a Roma strategy that identify pathways for reporting and seeks to build understanding. The Council has committed £500,000 recurring investment in stronger communities work and a larger staff team is being built to support work on cohesion and integration. New positions are now being advertised and this will strengthen the ability to identify and respond to emerging issues and tensions. Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'. An anti-rumour strategy has been developed to promote critical thinking skills and is being rolled out across the district. Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect. Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>					

Managed By	Ian Day
Administered By	Gina Glot; Rachel Ward

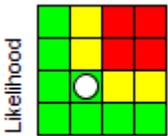
Code & Title	SR 06 ENV Environment and Sustainability			Current Risk Matrix	
Description	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place Damage to Council's credibility as leader if district-wide targets not met. Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council's estate/ activities Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030) Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area. Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall. Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-135CM by 2100 and water stress / drought. At the higher end of these estimates there will be much disruption in the wider Yorkshire and Humber region as low lying settlements in the east become overwhelmed by water level rise affecting smaller towns along the Humber estuary. This is in addition to impacts in Lincolnshire and East Anglia as well as other low lying areas of the UK. Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs</p>				

Internal Controls	<p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny as part of Strategic Decarbonisation Action Plan.</p>
Assurance Mechanisms	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment.</p> <p>Carbon emissions from Council operations published annually, tracking progress against 2038 target from a baseline in the 2019/20 financial year.</p>
Date Reviewed	18 th May 2022
Actions / Controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2038 and to possibly take a more interventionist approach when it comes to wider district emissions.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</p>
Managed By	Ben Middleton
Administered By	Neil Morrison

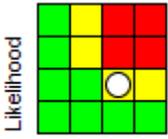
Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix
Description	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities. The likelihood has increased from Medium in April 2022 reflecting the cost of living pressures upon Council budgets and the post Covid impacts upon demand for services. The continuing financial pressures, particularly, in Childrens Services arising from medium to long term demand changes post Covid are impacting budget forecasts as the impact of demand changes is of a longer duration than the Covid grants that were available.</p>			
			Likelihood	Impact
Type of Risk	District	No	Category	High
				Significant

	Strategic	Yes	Risk Score	3	2
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>				
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated. Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases. Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs Increased monitoring of high-risk budgets, including review and monitoring of recovery action Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implemented Finance for Non-Finance Managers training</p>				
Assurance Mechanisms	<p>External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms</p>				
Date Reviewed	18 th May 2022				

Actions / Controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2020 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
Managed By	Chris Chapman
Administered By	Mark St Romaine

Code & Title	SR 08 INS Information Security			Current Risk Matrix	
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Significant
	Strategic	Yes	Risk Score	2	2
	Operational	Yes	Total Score	4	
Potential Effect of Risk	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p> <p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>				
Internal Controls	<p>Designated SIRO (senior information risk owner) –Director of Finance & IT</p> <p>Assistant Directors/Directors assigned as Information Asset Owners.</p> <p>Cross departmental Information Assurance Group established and regular meetings scheduled</p> <p>Regular DPO / SIRO meetings scheduled to focus priorities</p> <p>Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors / Directors in meeting their IAO responsibilities.</p> <p>Regular reporting on performance information</p> <p>Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the</p>				

	<p>confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <p>Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express</p> <p>Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place.</p> <p>Penetration Testing on any new system as part of the project implementation phase</p> <p>24/7 Monitoring of traffic leaving and entering the Bradford Network.</p> <p>MFA (Multifactor Authorisation now in place)</p> <p>Improved Password policy in place</p> <p>Required encryption in place.</p> <p>Mandatory training for all staff on Protecting Information Monitoring of participation taking place.</p> <p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p> <p>New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30</p>
Assurance Mechanisms	<p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>Engagement with Information Commissioners Officer with prompt reporting and liaison introduced</p> <p>Use of ICO helpline to assure processes and procedures</p>
Date Reviewed	18 th May 2022
Actions / Controls under development	<p>Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide.</p> <p>Restructure of Childrens will introduce IG team to focus on specific CS issues Information Governance SharePoint site now developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.</p> <p>Part of two national Security initiatives one lead by NCC and one LGA.</p> <p>Implementation of InTune to secure devices</p> <p>New VPN solution being implemented</p>
Managed By	Chris Chapman
Administered By	Tracey Banfield / Dominic Barnes Browne

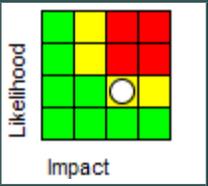
Code & Title	SR 12 ADC Adults Demographic Change	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	

				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties.</p> <p>Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Recruitment delays to bring in social workers and care workers CQC assurance framework outcomes - This will provide additional scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</p>				
Internal Controls	<p>Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</p> <p>DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:</p> <p><i>Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</i></p> <p><i>H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity.</i></p> <p><i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></p> <p><i>Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans.</i></p> <p>The transformation and change plans have been cascaded through the department services/teams as part of a new refreshed comms and engagement strategy – this will ensure that all staff are clear on the pressures, goals and objectives for the department and their specific role in delivering these. They will also be reflected in our service plans and inform team and individual goals.</p> <p>Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</p> <p>A detailed learning and skills gap analysis has been undertaken, which has been used to develop a learning and development improvement plan for the next two financial years. The plan includes areas of development that will strengthen social work/care professional practice, management and programme skills and performance and Financial Management skills for individuals and managers.</p> <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>				

Assurance Mechanisms	At FQP meetings a Performance and Finance report is presented which summarises progress to date. The meeting attendees include reps from Corporate Finance Team and HR. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. Progress against Transformation work streams is reviewed at the monthly Transformation DMT which is attended by Corporate BHBL Programme Leads. Progress updates are also provided to the Corporate Programme Steering Group. Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.
Date Reviewed	05.05.22
Actions / Controls under development	Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. Review of population health management approach across the Health and Social Care System, which look at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business. Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper, specifically around a new duty for the Care Quality Commission (CQC) to assess how local authorities are meeting their adult social care duties, and a new power for the Secretary of State to intervene where CQC considers a local authority to be failing to meet these duties. We are reviewing our workforce recruitment and retention approach to develop a programme of activity that ensures we can address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the “One Workforce” Programme and Bradford Teaching partnership. DMT have developed a draft CQC plan which sets out the key measures we will be putting in place to enhance and improve business processes, strategies and functions over the next 12 months in preparation for the assurance review. We are currently out to recruit additional staff to support the improvement activity. In addition to this, DMT is working with Corporate Finance and Council Leadership to review the Adult Social Care Saving targets. This work has examined our current funding levels for different cohorts, while also benchmarking our position with statistical neighbours.
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title	SR 19 Shortage of staff within the external care market			Current Risk Matrix
Description	Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision			
			Likelihood	Impact
Type of Risk	District	No	Category	Very High
	Strategic	Yes	Risk Score	3
				2

	Operational	Yes	Total Score	6
Potential Effect of Risk	<p>Inability to secure care and support from external providers will lead to: Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home Delays from hospitals, creating additional pressure within the hospital – bed blockages Increase in waiting lists for support Safeguarding risks arising from care needs not being met LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage.</p>			
Internal Controls	<p>Health and Social Care system has agreed One Workforce Programme to implement a consistent staff development programme across Bradford establishing links with local Colleges, University of Bradford, Independent providers and public sector organisations. One workforce website launched which acts a repository of training and other support measures to help providers recruit and retain staff. Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff. Using Skills House to support and coordinate recruitment for Health and Social Care System Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme. Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this.</p>			
Assurance Mechanisms	CQC Inspections			
Date Reviewed	05.05.22			
Actions / Controls under development	<p>Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings Commissioned Skills for Care to develop a workforce Skills Strategy for Bradford Adult Social Care Discussions underway on how we coordinate recruitment and ongoing learning and development, and quality standards related activity for the independent sector on an ongoing basis. Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better. We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system. We will be undertaking a detailed exercise on our cost of care, which will look to balance and support market sustainability.</p>			
Managed By	Jane Wood			
Administered By	Imran Rathore			
Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix

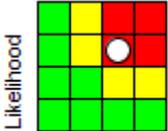
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.			 <p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district's ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic.</p> <p>Funding bodies releasing new contracts in isolation. Underspend of current funding.</p> <p>Education capital developments not aligned with employer need.</p>				
Internal Controls	<p>Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1st January 2022 to run until the end of 2023. This is in partnership with Leeds and Kirklees Councils. We continue to work collaboratively to explore funding opportunities arising from the Post-16 Skills and Education Bill and other sources. We are in early conversations with the 5 WY LAs about potential skills programme development for the UKSPF.</p> <p>Reed in Partnership are delivering of the DWP JETS Programme in the North of England and are delivering this programme in the Bradford district. Maximus has commenced the Restart programme in the contract package area covering Bradford. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. We are in strategic conversations with partners considering the imminent re-tender of the National Career Service for the Yorkshire and the Humber area.</p> <p>Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and devolved classroom and Community Learning. Covid did have an impact on numbers and retention but our performance is line with national benchmarks and we are on profile with delivery in this contract year. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes.</p> <p>Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have now established a Key Cities Skills Network with Bradford as the secretariat. A skills conference is being planned for May 2022.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>The Future Boost campaign is enabling young people to access the full breadth of the support and developmental offer. This includes funding allocated by the Executive to support Youth and outreach work, sport and leisure activity, work experience for NEET young people and t enhance the IAG and transition support including a focus on transition support for young people with SEN.</p> <p>SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. New starts to the programme have ceased but we continue to support young people who are on, approaching the end of, or have finished placement.</p>				
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.				

Date Reviewed	18 th May 2022
Actions / Controls under development	<p>Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund from which we have successfully secured £0.5m for the District. Officers are working to inform future policy, principles and processes through DoDs and the WYCA Employment and Skills Committee. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to develop the employment and skills network to both identify and promote good practice and engage with the national policy debate.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two new post-16 free schools which will reported strong results from their first cohort of A Level completers this Summer. We continue to develop options for A Level provision in the North of the District where Keighley College is developing an academic offer to complement existing provision, the Levelling Up White Paper indicates that there may greater opportunity to develop new 16-19 Free Schools in line with our approach.</p> <p>The LA is working through differing partnerships in the implementation or Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p> <p>The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one;</p> <p>The Council is developing an inclusive recruitment approach to be managed through Skills House that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> <p>Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p> <p>Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</p> <p>Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p> <p>Initiation of the Academy within the Health and Social Care Economic Partnership's One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. The partnership has launched a new website to underpin this activity.</p> <p>As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p> <p>Upscaling the Skills House partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and secure work and businesses to hire locally.</p>
Managed By	Phil Hunter
Administered By	Caroline Levene

Code & Title	SR 14 SND SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	

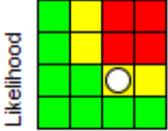
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Services are not compliant with Short Breaks and Annual Review legislative requirements leading to a risk of Judicial Reviews</p> <p>The CYPs SEND needs may not be effectively met</p> <p>The Local Authority may not meet its statutory obligations</p> <p>Negative impact on Local Authority's reputation with CYP/parents & schools</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>				
Internal Controls	<p>SEND Partnership meetings have taken place between key partners: LA, CCG and Parents Forum to ensure that priority work has progressed in relation to the SEND Reforms. SEND Workstreams and SEND Strategic Partnership Board have been operating virtually from August 2020. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress.</p> <p>Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email and WhatsApp contacts and weekly Local Offer communications. Face to face listening events have been disrupted by the COVID-19 pandemic, these are now held virtually. Individual Focus Groups are being held with parent/carer groups to feedback on specific topics such as SEND Outcomes, Local Offer, PFA audit and Short Breaks.</p> <p>EHC compliance has seen an increasing trend since March 2020 An increasing number of plans are being quality assured via a multi-agency QA group. A Quality Assurance framework is under development</p> <p>The SEND Assessment Team has prioritised its focus of Annual Reviews on CYP in transition years. There is the need for significant improvement regarding the timeliness of responses to Annual Reviews and the quality of EHCPs. An Annual Review Recovery Plan has been developed with the aim of ensuring that the decisions and amendments are made within the statutory time limits.</p> <p>Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. The Local Offer website is well used, the number of website users and page views shows an upward trend each year. The latest Local Offer Annual Report can be found on the Local Offer.</p> <p>Data from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan has been developed with key partners based on the SEF and workstream action plans have being aligned.</p> <p>The Council for Disabled Children (CDC) supported the Local Area to expedite progress on Joint Commissioning and Coproduction, which has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. Further consultation with CYP and parents/carers was approved by the DfE and this work is to help Bradford embed the children and young people's outcomes framework.</p> <p>The LA has worked with the Yorkshire and Humber PFA (Preparation for Adulthood lead) from August 2020 and an audit of PFA work has been undertaken. The good practice identified, has informed the Improvement Plan. Capacity for Supported Internships has been increased through partnership working with MENCAP.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis.</p> <p>Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment & Psychology attend monthly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared.</p> <p>A new Joint Commissioning Strategy 2020-2023 has been coproduced with partners, including parents, carers and CYP, taking on board recommendations from the CDC work.</p>				

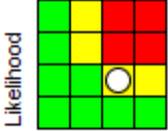
	The SEND Data Dashboard which collates SEND data from all services into a central programme is in place and improves the quality of SEND reporting. The SEND Portal was successfully launched on the 14.09.2022 and school and professional are able to use this to request EHC needs assessment. The SEND Portal will be further developed to enable school to upload annual review paperwork
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE.
Date Reviewed	04-April-2022
Actions / Controls under development	Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. Development of a Health Data Dashboard to feed into LA dashboard. Coproduction and engagement plan across the Local Area. Joint Commissioning Strategy 2020. Continue to develop the multi-agency quality assurance work
Managed By	Marium Haque
Administered By	Caroline Levene

Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk			 Likelihood Impact
			Likelihood	Impact
Type of Risk	District	No	Category	High
	Strategic	Yes	Risk Score	3
	Operational	Yes	Total Score	9
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial			
Internal Controls	Improvement Board: Children's Services Improvement Board chaired by Steve Walker who has taken over from Stuart Smith, and he was appointed by the DfE to support and scrutinise the improvement work. Steve has been able to provide some additional capacity, funded by the DfE, to support the improvement work and he is working with Eleanor Brazil, to support the formation and transition to the Children's Trust.			

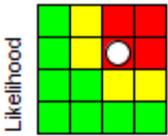
	<p>There has been a refocused Outcome Plan (Improvement Plan) in place for seven months: The improvement plan has been refocused and aligned to clear outcomes which has been shared with Partner agencies, Ofsted and DFE and has been reported on in the Improvement Board. The plan is easier to access with clearly identified leads and allows managers to focus on performance and outcomes. Children's Social Care continued to deliver their core business, working alongside partner agencies but more work has yet to be undertaken to improve the relationships, which is significant for the implementation of the David Thorpe model. Self-evaluation tools for front line services reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. Children's services have identified and are dealing with significant legacy work which identified poor practice and have notified Senior managers and Ofsted where appropriate. A Serious Case Review was published in January 2022 which will result in some publicity. This is impacted on the reputation of the authority and the morale of staff who are working hard in already difficult circumstances.</p> <p>We are now in the next iteration of the Improvement Plan, which will seek to set new priorities, based on the foundation of the existing priorities. External Audit. We have commissioned to review assessments closed with no further action to assure ourselves that decision making is appropriate and robust.</p> <p>Ofsted: The DCS and Senior managers have set a more positive tone in engagement with partners and Regulators making open frank discussions more positive. This will allow us to reset the professional relationship with partners. The Children's Social Care leadership and management has changed due to personnel changes structure continues to embed a high focus on compliance and quality of practice. New members of the team have experience in service delivery and service improvement.</p> <p>Recruitment Micro site: Steps have been put in place to speed up the pace of improvement including a recruitment drive for more social workers, better and more focused training, and a revised outcomes improvement plan that focuses on key outcomes to be delivered in the next 3-6 months.</p> <p>Improved use of vital signs and performance data: Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted reported that 'Senior managers have implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators.</p> <p>There are sessions planned with the leadership team to go through the next iteration of the Improvement Plan and the monitoring visit that is planned for July 2022. These sessions will enable the leadership team to share their views on the structure of the report and inform the content, whilst also identifying the work that is required to plan for the monitoring visit.</p>
Assurance Mechanisms	Future Ofsted Inspections Independent auditing of casework
Date Reviewed	18 th May 2022
Actions / Controls under development	Plan Inspection Timetable
Managed By	Marium Haque
Administered By	Caroline Levene

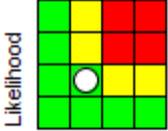
Code & Title	SR 16 EAT Educational Attainment	Current Risk Matrix
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Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. There have been no externally set and marked examinations since 2019. Students not being in school during the pandemic is likely to have not improved these outcomes since then.				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
Date Reviewed	18 th May 2022				
Actions / Controls under development	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment.				
Managed By	Sue Lowndes				
Administered By	Caroline Levene				
Code & Title	SR20 Elective Home Education				Current Risk Matrix

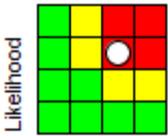
Description	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 700.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	No	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable. As school attendance becomes a higher focus for everyone across the system per the White Paper, more families are choosing to EHE and this appears not to be in the best interests of the child.				
Internal Controls	Funding was secured for a temporary 12 month increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This has been extremely proactive, with increased and faster informal enquiries. However there are now insecurities within the funding for this when it ceases. The ES team is using Raising Attainment funding to cover this until there are more secure options. There are still at least 3 Education Safeguarding Officers who are spending up to half of their time on EHE cases. The increased funding has allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear. Where there are other services involved, eg SEN or Social Worker, then the team work closely to understand the home education and act if it appears a child is not receiving suitable home education.				
Assurance Mechanisms	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education.				
Date Reviewed	18 th May 2022				
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated.				
Managed By	Sue Lowndes				
Administered By	Kate Hopton				

Code & Title	SR 17 CSI Children Safeguarding Incident N.B. This risk is no longer relevant, as all of the actions contained in the report have been completed.	Current Risk Matrix
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Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.				
			Likelihood	Impact	
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation				
Internal Controls	Revised Outcomes Improvement Action Plan has a focus on the quality of Social Care practice. Monthly audits take place including themed audits and shared with senior leaders. Heads of Service and Service Managers are clear about the protocols of escalating significant incidents. New proforma for Serious Incident Notifications is in place requiring Heads of Service and Deputy Director oversight. Additional permanent Practice Supervisor roles have been created in all case-holding teams to support the manager in the coaching and mentoring of staff, quality assurance etc. Additional unqualified staff and BSOs have been appointed in order to free up social workers.				
Assurance Mechanisms	The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.				
Date Reviewed	18 th May 2022				
Actions / Controls under development	A CSE Action Plan is being shared with partners. Our Outcomes Improvement Action Plan is being shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes.				
Managed By	Marium Haque				
Administered By	Caroline Levene				
Code & Title	SR 18 COV Covid Multiple Outbreaks			Current Risk Matrix	

Description	COVID-19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Significant
	Strategic	Yes	Risk Score	2	2
	Operational	Yes	Total Score	8	
Potential Effect of Risk	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion				
Internal Controls	COVID-19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, as agreed with UK Health Security Agency (formerly Public Health England). Outbreak Control Board continues to monitor the risk and impact across the District. National guidance is available and promoted to businesses, schools and partners to continue minimising the risk of infection. Robust health intelligence report produced weekly. CBMDC public health - health protection SPOC is available for notification of clusters and outbreaks, including COVID-19.				
Assurance Mechanisms	On-going monitoring of COVID-19 cases, admissions and deaths in the District				
Date Reviewed	9 th May 2022				
Actions / Controls under development	CBMDC staff encouraged and supported to WFH if needed Reinforce protective measures and standards around PPE, social distancing, testing, ventilation, respiratory hygiene and vaccination Support of NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities. Continue existing work with partners on health inequalities, prevention and health improvement.				
Managed By	Sarah Muckle				
Administered By	Imran Rathore				

Code & Title	SR 21 Terrorist Incident	Current Risk Matrix
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Description	Requirement to implement new Protect Duty Legislation with National terrorist incident threat level is at Severe and Strategic Security is a concern			 Likelihood	
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Business-critical systems are impacted</p>				
Internal Controls	<p>The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover security of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans Senior Managers undertake training appropriate to their roles and responsibilities and use the PROTECTUK (Counter Terrorism Guidance) Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. The Council has responded to the Protect Duty Consultation 2021 and participating in the National Resilience consultation. The Council in partnership with West Yorkshire Police have a Contest Board for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership. The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum. The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO</p>				
Assurance Mechanisms	Security policy statement and security strategy and organisational security framework.				
Date Reviewed	18 th May 2022				
Actions / Controls under development	<p>The Council is developing a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement ACT and SCaN Training is being rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. Security induction training is being reviewed, Information Assurance training is mandatory for all staff.</p>				

	The Council is developing and implementing security minded communications on its website and media outlets. Training and testing the security framework, plans and readiness..
Managed By	Joanne Hyde
Administered By	Gina Glott